



Volume 4, Issue 2

Promoting the growth of Dis-

## Upcoming Dates

MDT Bid Letting Feb 26, 2004

MDT Invitation for Bids Feb 26, 2004

Contracting with Bureau of Land Management  
(BLM) Workshop Feb 11, 2004

General Services Administration  
(GSA) Workshop Feb 12, 2004

## WHAT DO YOU MEAN TEAR THEM OUT AND START OVER? ^%#!

That phrase is occasionally heard when contractors and MDT field staff are discussing ADA accessible ramps, sidewalks and curb cuts. We would like to remove that phrase from the engineering language. Here's how we hope to do it!

We have developed a "hands on" **4-hour** course that has been designed specifically for your superintendent or foreman who is responsible for building those ADA accessible features on MDT projects. The course will

provide specific information that will teach your staff how to put them in

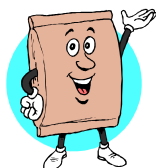
and walk away knowing they meet specifications.

The course will be held in two locations:

**MARCH 10, 2004 — GREAT FALLS 1:00 — 5:00 PM**

**FEBRUARY 25, 2004 — BILLINGS 1:00 — 5:00 PM**

Please contact Alice Flesch, Acting ADA Coordinator at (406)444-9229 or email: [aflesch@state.mt.us](mailto:aflesch@state.mt.us) if you have



Please say "Welcome" and "Good Bye"

to

Jeanette Schlenske and Bamby Campbell

Jeanette is the new Assistant Manager in DBE Supportive Services, working closely with Rebecca on providing more support to the DBE companies. Bamby is leaving the office mid February. Please join Rebecca in wishing Bamby farewell and best wishes for a happy life.

## Davis-Bacon / Title 6 TRAINING

Sponsored by:

**Montana Department of Transportation  
Montana Contractors Association**

*"An Ounce of Prevention is Worth a Pound of Cure"*

- » Learn the basics of Davis-Bacon Certified Payrolls
- » Learn to avoid adverse audits under the Civil Rights Act
- » Learn proper fuel use and reporting

Provided for: Contractors / Local & County Govt.

Glendive	March 31, 2004
Billings	April 07, 2004
Butte	April 14, 2004
Great Falls	April 21, 2004
Missoula	April 28, 2004

For detailed information or to request accommodations call Jim Phillips (406) 444-6331, TTY (800) 335-7592



Jeanette Schlenske and Bamby Campbell

## MONTANA DBE COMPANY MONTHLY UPDATE

### Recently Re- Certified DBE Companies

Indian Country Environmental Assoc., Browning, MT    Owner: Gabriel Renville

### De- Certified DBE Companies

A&S Development & Construction, Poplar, MT    Owner: Ann Lambert



### **BROADUS AIRPORT, BROADUS, MONTANA - AIP 3-30-0011-005 DISADVANTAGED BUSINESS ENTERPRISE PARTICIPATION GOAL**

The Broadus Airport Project has been modified from the 2003 Bid. FY 2004 construction will consist of

Grading, Drainage & Fencing.

Notice is hereby given that the Powder River County Commission has submitted to the Federal Aviation Administration (FAA) a Disadvantaged Business Enterprise Program Goal of 3.79% (three point seven nine percent) for Federal Fiscal Year 2004. Powder River County Commission expects to meet the DBE goal by achieving 0.0% via race-neutral means and 3.79% via race-conscious means. This application is being filed in compliance with provisions of the regulations published in the Code of Federal Regulations, Section 49, Part 26. Documents in support of this application are available for public examination during regular business hours at the Powder River County Courthouse until February 18, 2004. Comments will be accepted for a period of 45 days with the DBE Liaison Officer: Mr. Ray Traub, Chairman, Powder River County Commission, PO Box 270, Broadus, MT 59317-0270.

Powder River County Commission attempts to provide reasonable accommodations for any known disability that may interfere with a person participating in any service, program or activity of the Airport.

DBE Liaison Officer  
Ray Traub, Chairman  
Powder River County Commission  
Phone: (406) 436-2657 Fax: (406) 436-2151  
E-mail: [kamende@co.powder-river.mt.us](mailto:kamende@co.powder-river.mt.us)

## **As Read MDT January 29, 2004 Bid Letting Results**

<b>Project Title and #</b>	<b>Prime Bidder</b>	<b>Low Bid Amount</b>	<b>DBE Participation Dollars/%</b>
<b>NH 5-3(66)109 F</b> Ashley Creek - Kalispell	JTL Group	\$ 16,344,308	\$ 679,954 4.16%
<b>STPP 45-1(17)8</b> Big Timber North - swano creek approach	M A Deatley Construction	\$ 8,904,836	\$ 536,885 6.03%
<b>FBD-MT 0002(524)</b> Ferry Rehab - Missouri River	Diamond Construction, Inc.	\$ 767,347	
<b>BR 9005(24)</b> Clarks Fork - South of Belfry	Sletten Construction Company	\$ 1,226,635	
<b>SFCS 294-1(6)0</b> JCT US 89-Martinsdale	Riverside Contracting, Inc.	\$ 1,755,892	
<b>NH 24-3(27)83</b> JCT S-279- Rogers pass	Helena Sand & Gravel, Inc.	\$ 858,808	
<b>IM 15-3(65)134</b> Butte - Elk Park Structures	Sletten Construction	\$ 765,430	
<b>STPS 531-1(6)5</b> Main Street - Hamilton	Helena Sand & Gravel	\$ 268,818	
<b>NH 50-2(38)73</b> Turnbays - S of Gallatin Gateway	Bullock Contracting	\$ 698,913	

## WHAT IS A BUSINESS PLAN AND WHY SHOULD I WRITE ONE?

You've probably heard all the academic and formal definitions of a business plan—something to the effect that it's a document describing your company's goals and means of achieving them over the next three to five years. However it's phrased, though, the definition is usually abstract, dry and uninformative.

Here's how I would define a business plan: *It's a document that convincingly demonstrates that your business can sell enough of its product or service so as to make a satisfactory profit and be attractive to potential backers.* In other words, a business plan is a *selling document*. It sells your business and its executives to potential backers of your business, from bankers to investors to partners to employees.

The business plan is your company's principal sales tool in obtaining a loan or raising equity capital. Loan officers and investors want to be sure you have thought through your plans carefully, you know what you are doing, and you can respond effectively to problems and opportunities that arise. Therefore, your business plan must be well prepared and persuasive in conveying the potential of the company it describes. It should address all major issues, and yet not be so detailed that it "turns off" the reader.

But remember, you should write a business plan, first and foremost, to **sell yourself** on the business.

So if you need assistance in developing your business plan because you're thinking of starting or expanding a small business in Montana, the Montana Small Business Development Center can offer free confidential business counseling, technical assistance and training.

Please contact the Colstrip SBDC Sub-center at (406) 748-2990 for details and/or to schedule an appointment.



## TYPICAL CHARACTERISTICS OF THE SUCCESSFUL ENTREPRENEUR

A good deal is known about what it takes to be a successful entrepreneur. For the most part, it seems that the one overriding factor that is most often found in highly successful entrepreneurs is a tremendous need to achieve. In short, attitude seems to have almost everything to do with success in business, while factors such as intelligence, education, physical appearance and a pleasing personality are much less important. Characteristics of the typical successful entrepreneur include the following:

**An overpowering need to achieve**, as opposed to a need to be liked, or to exercise power. The form in which different individuals measure their achievement varies widely, ranging from amassing wealth to building a larger organization to creating a better mousetrap than anyone else.

The trait of **following through** on a commitment, not quitting halfway through when the going gets tough. In short, perseverance.

**Positive mental attitude**, or the ability to remain optimistic in novel situations, which essentially grow out of being self-confident about one's abilities.

**Objectivity**. The ability to accurately weigh and assess risks associated with a particular course of action, as well as being realistic about one's own abilities and limitations.

**A respectful attitude toward money**, but a tendency to look upon money as a means for accomplishing things, or a way of keeping score in the game of business, rather than as a thing to be sought as an end in itself.

**The tendency to anticipate developments** and to make things happen, rather than constantly reacting to problems as they arise.

**Resourcefulness**. The ability to solve unique problems in unique ways, to be able to handle things that come up for which the entrepreneur has no previous experience to rely on as a guide.

**Personal relations**. The successful entrepreneur usually has an emotionally stable personality, is cheerful, cooperative, and usually gets along well with (without necessarily being close to) employees and associates.

**Communications skills** are well developed, both in oral and written presentations.

**Technical knowledge** is usually well rounded, and the successful entrepreneur generally is knowledgeable about the physical process of producing goods and services, or at least can effectively utilize information regarding the physical process. So if you think you have what it takes to be a successful entrepreneur based on the foregoing profile, please contact the Montana Small Business Development Center (SBDC) which offers free confidential business counseling, technical assistance and training.

Please contact the Colstrip SBDC Sub-center at (406) 748-2990 for details and/or to schedule an appointment.

## LOOK WHAT'S NEW !

Poster Packet for Federal-Aid  
Projects is Now Available

(The dual employment rule  
has been added)

*Please call DBE Supportive Services  
office today for your packet.*

## **Personnel Policies (Part 2 of 2)**

### **Income Based Requirements**

Some laws are triggered by a company's annual revenues. For example, the Fair Labor Standards Act becomes applicable when employers exceed five-hundred thousand dollars per year in revenue.

### **Federal Contractors**

If an employer receives contract or grant money from the federal government it must adhere to so called "purse-string" regulations which mandate employment standards in addition to those required of other employers. For example, having federal contracts can require the employer to give veterans preference, adopt affirmative action plans or require that the employer submit informational or compliance reports not required of other employers.

### **Interstate Commerce**

If an employee of an organization is engaged in accepting payment by credit card, the fact that the credit card terminal is connected via long distance to an out-of-state processing center can subject that specific employee to coverage under certain federal laws such as the federal Fair Labor Standards Act (the law mandating the payment of minimum wage and overtime) even though the remainder of the employees of the firm may be subject only to state law.

### **Public v. Private Sector Employee**

There are a number of differences that exist between labor standards applicable to public and private employers. Public employers generally are subject to certain constitutional requirements (i.e., due process, privacy, etc.) that may not apply to private employers. On the other hand, public employers are exempt from some rules applicable to the

private sector. A notable example is the issue of compensatory time. Compensatory time is the practice of allowing an employee to take paid time off in a work week in payment of time worked in excess of forty hours in an earlier work

week. Comp time, as it is commonly known, is allowed in the public sector. Therefore, state, county, city and other local jurisdictional employers may utilize comp time. In the private sector, however, comp time is unlawful to the extent that it shifts time between two work weeks in the avoidance of the payment of statutory overtime.

### **Organizational Differences**

Because of language in the Montana Wrongful Discharge from Employment Act, employers need to be concerned about mandatory language that occurs in their policies and to ensure that where such mandatory language (will, shall, must) occurs that the employer is prepared to follow that procedure in all circumstances. It is appropriate for an employer to consider the likelihood that supervisors will actually carry out the language before deciding to adopt policy provisions that become, "words to litigate by". Employers must research and then adopt policies that are specific to their company and which reflect jurisdictional, industry, size and other legal requirements to which they are subject, as well as reflecting

the organizations style and philosophy of operation. Borrowing policies from another organization or using software programs to develop policy statements rarely will accomplish this goal.

Because of the difficulty of writing policies that do not create more problems than they solve, I generally recommend that employers seek expert assistance. Such assistance must be from a person who is familiar with Montana law as well as the industry, size and other differences that may be applicable.

*This article is prepared by Jim Nys, Personnel Plus! Consulting Services, Inc., 910 E. Lyndale, Helena. It may be reproduced without advance permission as long as it is unedited, contains the name and address of the author and a copy is furnished to the author upon publication.*

## **TAX CREDIT PROGRAMS SAVE EMPLOYERS MILLIONS**

Two Federal tax credit programs saved Montana employers approximately \$2.5 million in FY2002. The Federal Work Opportunity Tax Credit (WOTC) which allows a tax credit of up to \$2,400 on wages paid during the worker's first year on the job and the Welfare-to-Work (W2W) tax credit which grants up to \$8,500 over the first two years of employment. Both tax credits are available to private, for-profit employers who hire workers from specific targeted groups. The number of new hires who can qualify the employer for these credits is unlimited.

The majority of employers aren't aware these programs exist. Others are reluctant to take the time to apply. These programs offer employers a federal tax credit when hiring individuals that belong to one of the nine target groups listed below:

- ✓ *Families with Dependent Children (AFDC)/  
Temporary  
Assistance to Needy Families (TANF)*
- ✓ *Ex-Felons*
- ✓ *High Risk Youth*
- ✓ *Summer Youth Employee*
- ✓ *Supplemental Security Income (SSI)*
- ✓ *Food Stamp Recipient*
- ✓ *Veterans*
- ✓ *Vocational Rehabilitation Referral*
- ✓ *Welfare to Work (W2W)*

These employer tax credits are designed to help people gain on-the-job experience and move from welfare programs to employment.

To apply for certification the employer needs to submit an IRS Form 8850(Pre-Screening Notice and Certification Request) and an ETA Form 9061(Individual Characteristics). ***These forms must be completed on or before the job is offered and submitted to the Montana WOTC Coordinator within 21 days from the employee's start date.***

For more information about the program, contact the Montana WOTC Coordinator (Christy Robbins) at (406) 444-9046 or (800) 726-0615. Call DBE Supportive Services today at 800-883-5811

## ***Quote of the Month***

The meeting of two personalities is like the contact of two chemical substances: if there is any reaction, both are transformed.

***Carl Jung*** (1875 - 1961)

## **Tips for Recognizing Your Best Employees**

**TIMELY** Don't wait. Give recognition as soon as possible after the good performance takes place. Praise tends to lose its effectiveness with the passing of time.

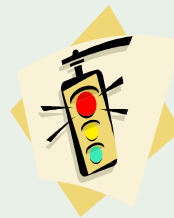
**SPECIFIC** Tell the person exactly what they did that was good. A mere "nice job" really doesn't say all that much. Being specific lets the person know what behaviors to repeat in the future.

**SINCERE** Insincere praise is usually worse than none at all. Be honest and open. Tell the person what their performance means to you personally.

**INDIVIDUAL** Focus on individuals rather than groups. Fact is, not all team members contribute equally.

**PERSONAL** Adjust the style and method of your recognition to the receiver. Some people like public praise, some prefer private discussions. Give "different strokes to different folks." Not sure what they prefer? Ask!

**PROPORTIONAL** Match the amount and intensity of recognition to the achievement. Going overboard for small stuff will make people question your motives.



## **Traffic Safety Video Tape**

"What's Wrong with this Work Zone?"

- **Free** to DBE companies
- \$5.00 for other companies

This 18-minute video drives the viewer through a work zone with traffic control problems. The viewer must identify 20 safety problems with the work zone. The video then goes through the work zone again while pointing out the safety problems.

Remember, this is a Virginia DOT sponsored safety video and some traffic control safety standards may be different.



## More MT Contracting Opportunities

**Call When Needed Equipment Rental** on Flathead NF RFP R1-10-04-11 Presolicitation Notice, Bid Date: March 23, 2004, 2-year Indefinite Delivery/Indefinite Quantity solicitation issued date is February 20, 2004, Barbara Venturini, 406-758-5318, [bventurini@fs.fed.us](mailto:bventurini@fs.fed.us) <http://www.epsgov/spg/USDA/FS/0385/RFP%5FR1%2D10%2D04%2D11/listing.html>

**Environmental Services**, RFP 60-04-013, Bid Date: March 19, 2004, Environmental Services for Region 2 and 4 of the Forest Service (Idaho, Montana, Nevada, Utah, Wyoming, Colorado, Kansas, Nebraska, South Dakota, Arizona, New Mexico, and the Bridgeport Ranger District in California). Services include hazardous material/waste cleanup, hazardous waste site cleanup, environmental audits and reports, potentially responsible party searches, and water and wastewater systems evaluations and reports. Two awards will be made for each of the five activity areas. Carolyn Lippire, Supervisory Contract Specialist, Phone (801) 975-3444, Fax (801) 975-3483, Email [jlippire@fs.fed.us](mailto:jlippire@fs.fed.us) <http://www.epsgov/spg/USDA/FS/84N8/RFP%2D60%2D04%2D013/listing.html>

**Road Maintenance**, Lewis & Clark National Forest, R-15-04-08, Presolicitation Notice, Bid Date: March 30, 2004, Road maintenance on both the Rocky Mountain and Jefferson Divisions. Located near Choteau and Augusta and White Sulphur Springs, Harlowton, and Stanford. The work consists of performing road blading on both native surface and crushed aggregate surface roads. Work also includes construction of new water bars and rolling dips plus the cleaning of culvert catch basins and cattle guards. In addition, government furnished crushed gravel is to be hauled, placed and compacted on some Forest roads. This is an Indefinite Delivery Indefinite Quantity. Jan Wenaas, Phone 406-791-7717, Fax 406-731-5302, Email [jwenaas@fs.fed.us](mailto:jwenaas@fs.fed.us) <http://www.epsgov/spg/USDA/FS/03K0/R%2D15%2D04%2D08/listing.html>

**Knox East Water Saver**, ESQ040016, Presolicitation, BLM Montana, Furnish labor, equipment, supplies and materials, except for specific government furnished property, to install one complete water catchment, including big game exclosures. Work under this contract is located in Fergus County, 60 miles northeast of Lewistown, Mt. Charlene Gunther Purchasing Agent 4068965195 [charlene\\_gunther@mt.blm.gov](mailto:charlene_gunther@mt.blm.gov); <http://www.epsgov/spg/DOI/BLM/NBC/ESQ040016/listing.html>

**A&E Services for Utility Identification and Verification Services** for Washington, Idaho, Oregon and Montana, W912DW-04-R-0016, Bid Date: March 2, 2004, US Army Engineer District, The services required include but are not limited to verification and identification of the locations of existing underground utilities at various project sites supported by the Seattle District. Services also may include the use of the standard surveying methods and global positioning system (GPS) application, when and where appropriate. [barbara.a.weitzel@nws02.usace.army.mil](mailto:barbara.a.weitzel@nws02.usace.army.mil) <http://www.epsgov/spg/USA/COE/DACA67/W912DW%2D04%2DR%2D0016/listing.html>

**East River Road Overlay & Chip Seal**, 307046, MT Dept of Transportation, Bid Date: Feb 19, 2004,

**Crack Sealing** 2 Locations South of Missoula, 307050, MT Dept of Transportation, Bid Date: Feb. 19, 2004,

**Crack Seal** Connor North, US-93, 307051, MT Dept of Transportation, Bid Date: Feb 19, 2004,

<http://www.discoveringmontana.com/doa/gsd/osbs/default.asp>

## **DBE PROGRAM EXPLORING POSSIBLE MENTOR/PROTÉGÉ PROGRAM**

The Montana Department of Transportation DBE program has retained Anne Wolfinger & Associates, LLC to conduct a feasibility study of a mentor/protégé program for certified DBE firms.

Long recognized as a viable learning strategy, mentoring is growing in popularity as organizations explore efficient, cost-effective ways to develop a trained workforce. The DBE regulations make specific provision for a mentor/protégé program with cost reimbursement provisions under the FTA, FHWA, and FAA programs.

The study will explore two questions: (1) Can a DBE Mentoring Program succeed in Montana? and (2) How is the DBE Mentoring Program structured and what does it contain to enhance success? To answer these questions, the study will consist of two primary components. The first is an information survey of states currently managing a DBE Mentor/Protégé program with the purpose of gaining from their experience and to solicit their recommendations on implementing a program in Montana. The second component will be a survey of stakeholders from interested groups, such as current DBE companies, prime contractors, Montana Contractors Association (MCA) staff and officers, and selected MDT staff, as well as others. The purpose of the survey is to solicit opinions and suggestions, determine the level of interest and support for such a program, and identify potential participants.

Stay tuned for more information as the study progresses. If you have any questions or comments, please contact Anne Wolfinger at 406-442-9655, or [anne@annewolfinger.com](mailto:anne@annewolfinger.com).

## **MDT Highway Construction Projects Invitation for Bids, Letting of February 26, 2004**

For the most complete and timely bid information, go to the web site <http://mdt.state.mt.us/contract/contract.htm> and click on Invitation for Bids. While the newsletter has notices posted, do not rely on this information alone.

Sealed bids on the following projects will be received by the MDT-Highways Division, Contract Plans Bureau, Room 101, 2701 Prospect, Helena, MT until 9:00 a.m. on February 26, 2004, the bids being publicly opened and read thereafter at 10:00 a.m. in the Department's auditorium. Bid proposals, plans, cross-sections, dirt runs & erosion control plans if available, and full instructions to bidders are on file for examination and may be obtained from the Contract Plans Bureau at 406-444-6216, 6212 or 6215, Fax 406-444-7236 or go to web site <ftp://ftp.mdt.state.mt.us/contract/orderform.pdf> for order form.

1. **Dillon-Northeast & Dillon-North Montana Street, Federal Aid Project Nos. STPP-STPE 49-1(16)0 & STPP 89-1(8)2 STPP-STPE 49-1(16)0** - Grading, gravel, plant mix surfacing, sidewalk, curb and gutter, water and sewer construction on the Dillon-Northeast project in Beaverhead County. **STPP 89-1(8)2** - Grading, gravel, plant mix surfacing sidewalk, curb and gutter, water and sewer construction and landscaping on the Dillon—North Montana Street project in Beaverhead County. DBE contract goals are 0.0%.
2. **Boulder River - East, Federal Aid Project No. IM 90-7(80)369** Mill, fill, overlay, guardrail, and seal and cover on 14.5 kilometers of National Highway Interstate Route 90 in Sweetgrass County. DBE contract goals are 0.0%.
3. **Main Street - Billings Heights, Federal Aid Project No. NH 16-1(42)1** Cold milling, plant mix bituminous surfacing, ADA ramps, electrical work and pavement markings on the Main Street - Billings Heights project in Yellowstone County. DBE contract goals are 0.0%.
4. **Milk River Bridge - West of Chinook, Federal Aid Project No. NH 1-7(35)398** Grading, gravel, plant mix surfacing and construction of a three-span pre-stressed concrete structure on the Milk River Bridge - West of Chinook project in Blaine County. Submission of Bid Documentation is required with Contractor's bid. DBE contract goals are 0.0%.
5. **29 km North of Malta - North, Federal Aid Project No. NH 99-1(7)18** Leveling, plant mix surfacing overlay, and seal and cover on the 29 km North of Malta - North project in Phillips County. DBE contract goals are 0.0%.
6. **Lavina - West, Federal Aid Project No. NH 14-4(19)138** Dig out, plant mix overlay, seal and cover of 13.7 km on National Highway Route 14 in Golden Valley County beginning at RP 137.5± and extending to RP 146.1±. DBE contract goals are 0.0%.
7. **Keyser Cr. - 2 km West of Columbus, Federal Aid Project No. BR 306-1(11)1** This project consists of the construction of a 29.5-meter pre-stressed concrete beam bridge over Keyser Creek as well as grading, aggregate surfacing, plant mix surfacing, and seal and cover of the approaches on Secondary 306 in Stillwater County. DBE contract goals are 0.0%.
8. **Bearmouth - East & West, Federal Aid Project No. IM-STPHS 90-3(94)135** Repair of intermittent segments of deteriorated longitudinal paving joints, resurfacing, seal and cover, concrete median rail, signing and pavement markings on the Bearmouth - East & West project in Granite County. DBE contract goals are 0.0%.
9. **Montana & Rowe Rd. - Butte, Federal Aid Project No. CM 1805(10)** Grading, gravel surfacing, plant mix bituminous surfacing, seal and cover, sidewalks, electrical, and storm drain improvements on the Montana & Rowe Road - Butte project in Silver Bow County. DBE contract goals are 0.0%.
10. **Rocky Coulee - 33 km North of Cut Bank, Federal Aid project No. BR 9018(19)** Replacement of an existing timber structure with a reinforced box culvert, and gravel surfacing of the roadway on the Rocky Coulee - 22 km North of Cut Bank project in Glacier County.  
\* **MANDATORY PRE-BID CONFERENCE**, Thursday, February 5, 2004 at 1:00 PM, Tribal Personnel Conference Rm, Government Square, Browning, MT. DBE contract goals are 0.0%.
11. **Statewide Parking Area Upgrade, Federal Aid Project No. IM 0002(708)** Installation of vault toilets, sidewalks for ADA accessibility, pavement markings and signing at 5 locations on the Statewide Parking Area Upgrade project. DBE contract goals are 0.0%.
12. **Bank Stabilization - Phosphate, Federal Aid Project No. IM 90-3(89)171** Bank stabilization on the Clark Fork River, southeast of Phosphate on Interstate 90 in Powell County. DBE contract goals are 0.0%.
13. **2000-D1-Electrical, Federal Aid Project No. STPHS 5-3(84)99** Electrical (street lighting) work at two locations in Lakeside on the 2000-D1-Electrical project in Flathead County. DBE contract goals are 0.0%.

## **New DBE Lending Library Book Construction Contractors: Survival Guide**

*By Thomas C. Schleifer*



Penny Knoll, professor, MSU Department of Civil Engineering, highly recommends every construction contractor read this book. The book describes the ten elements of contractor failure (increase in project size, unfamiliarity with new geographical areas, moving into new types of construction, changes in key personnel, lack of managerial maturity in expanding organizations, poor use of accounting systems, failure to evaluate project profitability, lack of equipment cost controls, poor billing procedures, and transition to or problems with computerized accounting). **Call and check out a copy today.**

## **MONTANA DBE PROGRAM**

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Alice Flesch, Acting ADA Coordinator  
aflesch@state.mt.us (406) 444-9229

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1001, (406) 444-6331, Fax (406) 444-7685 TTY (800) 335-  
7592 [www.mdt.state.mt.us](http://www.mdt.state.mt.us) and click on Civil Rights Bureau

Upcoming Dates , What Do You Mean Tear Them Out Workshop, Davis-Bacon / Title 6 Training, "Welcome"	<b>1</b>
DBE Monthly Update, Broadus Airport Participation Goal, As Read Bid Results	<b>2</b>
What is a Business Plan, Characteristics of The Suc- cessful Entrepreneur, New Poster Packet	<b>3</b>
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